

## 2007 CLI Cohort Supervisor Survey

Total Responses: 16

### Impact of CLI Participation

3. PERSONAL LEVEL (level of confidence and competence, how she presents and manages herself).					
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Response Count
Personal Level	75.0% (9)	25.0% (3)	0.0% (0)	0.0% (0)	12
Please provide an example:					10
<i>answered question</i>					12
<i>skipped question</i>					4

Examples:

- Appears more self assured.
- As component lead for both Governance and Family Services [CLI member] has competently organized the yearly events & calendar for both. This includes Providing Policy Council orientation training and planning and monitoring Family Services training and reporting.
- [CLI member] has consistently improved in this area and has demonstrated it by her applying for the Service Area Manager position for the NW Region in DEL.
- [CLI member] has grown in both her levels of confidence and competence. She is increasingly better informed within her areas of expertise and conducts meetings and task forces with the authority that comes with self-confidence in her knowledge and position within the program.
- She has taken steps to do things that are outside of her comfort level. Confrontation was something that was also difficult for her, but she is doing this more and more.
- Willing to ask clarifying questions and not jump to conclusions
- [CLI member] always presents herself well but her confidence in presenting materials, ideas, etc. has increased. She has gained confidence in challenging the status-quo or the "it's always been done that way" syndrome. This adds significant support for me as her supervisor.
- [CLI member] has shown a lot of growth in maintaining strong, professional relationships with the people she directly supervises. She is confident in her knowledge and abilities and is viewed as a person of expertise in her component areas by her co-workers and supervisor. [CLI member] is seen as a reliable and trustworthy person within our program.
- [CLI member] has confidently worked to increase the size of her program and staffing hours. How she presents herself to her staff is definitely shown increased confidence.
- Extremely positive, excellent physical appearance, dresses to suit the work situation, better organized.

4. GROUP LEVEL (how she interacts with and contributes to the organization).					
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Response Count
Group	66.7% (8)	33.3% (4)	0.0% (0)	0.0% (0)	12

4. GROUP LEVEL (how she interacts with and contributes to the organization).					
level					
				Please provide an example:	8
				<b>answered question</b>	<b>12</b>
				<b>skipped question</b>	<b>4</b>

Examples:

- Now takes the time to connect with individuals throughout the organization
- [CLI member]’s already great ability to be a team player has been stepped up another notch. She regularly contributes to program vision and goals discussions with knowledge in her areas of expertise within the program management level.
- She has improved in her contributing to open discussions at DEL supervisor meetings and statewide all staff meetings.
- [CLI member] is a valued team member within management as well as the lead for Program Governance. She is our program liaison for Policy Council assisting with training and as the mentor for officer leadership.
- She has always conducted herself in a professional manner, but interacts more at our management meetings, and is more confident when presenting her ideas.
- Seems to see solutions to problems better.
- Again, [CLI member] has always been an positive, active Management Team member but her spur-of-the-moment interactions have improved as she doesn't necessarily feel she has to get feed-back all the time but can just make a decision or give an opinion or advice,
- She has requested additional opportunities to increase the system and department's knowledge of the services she is providing.

5. ORGANIZATIONAL LEVEL (how she operates within and contributes to the organization).					
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Response Count
Organizational level	<b>70.0% (7)</b>	20.0% (2)	10.0% (1)	0.0% (0)	10
				Please provide an example:	8
				<b>answered question</b>	<b>10</b>
				<b>skipped question</b>	<b>6</b>

Examples:

- Becoming more aware of the larger organization and beginning to volunteer for committees
- [CLI member] has formulated professional goals and a vision for supporting the growth and development of our program. She is an elemental partner in our organizations forward movement.
- [CLI member] has always exhibited a high level of organizational talent, she has trained her staff on complaint resolutions and maintaining good stats on this performance activity.

- [CLI member] is always prepared for and contributes to discussions involving program vision and goals. She is a plays in integral part in the management team and her working knowledge of program operations greatly contributes in our assessment of program structure and planning.
- She operates in general with more confidence. She is able to speak up without hesitation and is more comfortable with her role.
- Volunteered recently for a major project without being defensive
- [CLI member] has been given additional tasks this year and I think initially she was skeptical of how she would accomplish everything but she has become more confident in speaking up to delegate and to simply say "no...I can't do that right now".
- She has worked with her supervisor to come to greater level of understanding about her role and the role of her particular program in the overall system program.

<b>6. COMMUNITY LEVEL (her involvement in and quality of contribution to the community).</b>					
	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>	<b>Response Count</b>
Community level	<b>55.6% (5)</b>	33.3% (3)	11.1% (1)	0.0% (0)	9
Please provide an example:					7
<i>answered question</i>					<b>9</b>
<i>skipped question</i>					<b>7</b>

Examples:

- Continuing to lead the SRCCI, Born Learning Campaign, Community College partnership
- [CLI member] is an active member of several community organizations in 3 counties that support children and families.
- Yes, she has stepped this up with the Asset Building Community activities in [our] Co.
- She is becoming more comfortable with this, however, this is an area that would be a large stretch. She already grew in so many other aspects of her job!
- Still has some hostility towards some stakeholders.
- [CLI member] has always been pretty involved in the community, but I don't necessarily see that involvement so I can't really answer this particular question.
- She is an excellent ambassador for the services provided by PCLS.

<b>7. PROFESSIONAL NETWORK LEVEL and/or field of early learning(her involvement in and quality of contribution to)</b>					
	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>	<b>Response Count</b>
Professional level	<b>77.8% (7)</b>	0.0% (0)	22.2% (2)	0.0% (0)	9
Please provide an example:					7

7. PROFESSIONAL NETWORK LEVEL and/or field of early learning(her involvement in and quality of contribution to)		
	<i>answered question</i>	<b>9</b>
	<i>skipped question</i>	<b>7</b>

Examples:

- Serves of the NAFCC Board. Very involved. Communicates information to us at the local level.
- [CLI member] consistently takes advantage of opportunities for expanding her existing knowledge.
- [CLI member] is a life long learner, as evidenced by completing CLI. She also completed her masters of adult ed. while maintaining a full time job.
- She has connected with other agencies, and is networking, something that was not a norm for her.
- No changes
- [CLI member] is continually making professional connections and increasing her network. I don't know if this has necessarily increased since taking the Leadership course but it certainly continues!
- She continues to be asked to provide presentations outside of our service area.

**Leadership and Responsibilities**

8. She has demonstrated leadership in new ways such as... (Please check all that apply.)		
	Response Percent	Response Count
Conflict is handled more constructively	80.0%	8
Diversity is appreciated and used to enhance the quality of problem solving and/or decision making	70.0%	7
<b>Confidence and/or competence has improved</b>	<b>90.0%</b>	<b>9</b>
Willingness to stretch in her responsibilities has increased	60.0%	6
Ability to tolerate chaos, confusion, ambiguity, disequilibrium and change has improved	40.0%	4
Ability to enroll others in vision, mission, activities to benefit the organization and/or early learning has been demonstrated	70.0%	7
Understanding of organizational dynamics and/or other system-level dynamics within the organization and/or early learning has been demonstrated	40.0%	4
Creativity and/or enthusiasm have shifted positively	40.0%	4
New distinctions have been made between "leadership" and "management"	60.0%	6
She demonstrates interest in developing her career	70.0%	7

8. She has demonstrated leadership in new ways such as... (Please check all that apply.)			
Other (please explain)		10.0%	1
		<b>answered question</b>	<b>10</b>
		<b>skipped question</b>	<b>6</b>

Others, please explain:

Self-reflection and self-evaluation of leadership style and career path have increased

9. Since April 2007, her responsibilities have changed in the following ways... (please check all that apply)			
		Response Percent	Response Count
She has been promoted.		20.0%	2
She is being considered for promotion.		0.0%	0
She has received a merit increase in pay.		0.0%	0
<b>Her job responsibilities have expanded or she has a higher level of responsibilities.</b>		<b>60.0%</b>	<b>6</b>
<b>She has remained in the same position and demonstrates greater understanding of her role.</b>		<b>60.0%</b>	<b>6</b>
None of the above		10.0%	1
Other (please explain)		0.0%	0
		<b>answered question</b>	<b>10</b>
		<b>skipped question</b>	<b>6</b>

**Other Information**

**10. Anything else about the staff member participating in the CLI that you would like to comment on?**

- Staff member has been honest about her challenges in staying motivated in her CLI participation. The CLI experience may not have been maximized.
- She still needs to work on better leadership role with her peers in the organization
- [CLI member] has a deep commitment to early learning and has many leadership skills to contribute.

- [CLI member] has worked for CHSW for 9 years and has been a rising star in the organization. CLI gave her a forum for support and strengthen her already considerable growth and abilities since her hire.
- Overall, I think the experience has been tremendous for her. I wonder if there is way for staff who attend (I also speak from my own experience) can be required to share with their supervisor what they are learning. I was interested and asked, because of my own experience, but did not sense that if you were not familiar with the program, that you may not ask as many questions!
- [CLI member] has brought some interesting ideas and concepts to our program from her leadership training and is very enthusiastic about sharing those ideas with other staff members, especially the Management Team.

**CLI Project**

11. Has the staff member discussed her CLI project with you?				
			Response Percent	Response Count
Yes			90.0%	9
No			10.0%	1
			<i>answered question</i>	<b>10</b>
			<i>skipped question</i>	<b>6</b>

12. If she has discussed her CLI project with you, check if this applies:				
			Response Percent	Response Count
You envision value added to the organization and/or community from the project.		Please briefly describe	100.0%	6
		Please briefly describe		7
			<i>answered question</i>	<b>6</b>
			<i>skipped question</i>	<b>10</b>

Comments:

- It will increase our collaboration with the Community College
- Her project has enabled our program to re-evaluate family partnership goals and their purpose as well as the job role of the Family Service Specialists in our program.
- [CLI member] has mentioned her project to me but I retired on July 1 from DEL, I look forward to hearing more about it and she is planning to email it to me.
- She partnered with the community to create an event instead of doing it in house, which increases our visibility and our capacity to provide services.
- Yes, families and staff attended the training. It was well done and well organized. Staff got good information from the training.

- [CLI member] is sharing the skills and knowledge she gained.
- By creating a five year plan she is helping us stay focused on what we are trying to accomplish for our early literacy goals.

13. If she has discussed her CLI project with you, check if this applies:		
	Response Percent	Response Count
<b>You are supporting implementation of the project. Please briefly describe what steps you are taking to support the project.</b>	100.0%	6
Please briefly describe		6
	<b>answered question</b>	<b>6</b>
	<b>skipped question</b>	<b>10</b>

Comments:

- Need to secure funding for this project
- We have now implemented a family literacy curriculum that will be used to support child and family goals. The FSS job role has increased its focus toward family education and away from family crisis modes.
- I volunteered at the event! I also supported her by approving dollars toward the event and offering support and feedback in the planning through supervision.
- In a sense, she asked for ideas. I also attended the training. I encouraged her to tell others on our management, and encouraged the director to become involved. Her project was different, because I saw it. I do need to sit down with her and reflect on what went well, etc. I do know there are things she could have done (very small) to make it smoother, but I would like to reflect with her and see. However, overall, it was amazing, and she has done an incredible job. I do think the entire institute is well worth it!
- I am strongly supporting [CLI member] in implementing Leadership skills within our organization.
- Her work is being incorporated into our balanced scorecard.